DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013

REPLY TO
ATTENTION OF

Jeffrey L. Groh

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PROFESSIONAL PROFILE

Dr. Jeffrey L. Groh, Professor, Information and Technology in Warfare at the United States Army War College, has over 15 years of teaching experience at the graduate level in technology, information systems, national security affairs, strategic leadership, strategic planning, national security studies, military theory, military systems, war at the national level, military strategy, operations, and planning. He has 15 years of proven experience in creating and executing online distance education courses. He has extensive educational technology experience gained while a member of the USAWC Educational Planning and Technology Working Group. Dr. Groh has experience serving in the Joint, Multinational, and Interagency environment. He also has an excellent record of performance in effectively orchestrating multi-unit, multi-disciplinary work forces and creating levels of operational performance that set standards for other organizations to emulate. Dr. Groh has strong analytical skills and the proven ability to implement effective and efficient solutions. Jeff Groh is a results-oriented self-starter who possesses good communication and problem-solving skills and works well with all levels of an organization. Dr. Groh has a Top Secret (SCI) clearance.

EDUCATION

National Security Management Course, Maxwell School of Citizenship and Public Affairs, Syracuse University, 2004.

Doctor of Science, Information Systems and Communication, Robert Morris University, May 2003
- Major: Information Systems and Communications
- Support Area: Management, Strategic Leadership, and Strategic Planning
- Field Project Title: *Harnessing the Power of Knowledge at the United States Army War College (Published 2003, UMI ProQuest data base)*
    Field Project Chairman: Frederick Kohun, Ph.D.

Joint Specialty Officer, 3L, 1999.

United States Army War College, Senior Service College, 1996.

Master of Arts, Naval Postgraduate School, Monterey, California, June 1985.

- Major: National Security Affairs

B.S. United States Military Academy, West Point, New York, June 1976.

- Area of Concentration: National Security Affairs

HONORS

Academic promotion to Professor, August 2, 2012.

Awarded the Gen. Colin Powell Chair of Military and Strategic Studies, 2007-2010.

Academic promotion to Associate Professor, December 15, 2006.

Awarded the Gen. Colin Powell Chair of Military and Strategic Studies, 2003-2006.

Awarded Tenured military faculty member status at the U.S. Army War College on September 12, 2000 -2004.

TEACHING EXPERIENCE

Faculty Instructor, U.S. Army War College Resident Elective Program, Game-based Learning, 2006.

Faculty Instructor, U.S. Army War College Resident Program, Fundamentals of Strategic Thinking, Research Methods, 2005.

Professor, Information and Technology in Warfare, Department of Distance Education, U.S. Army War College, 2004--present.

Director, Second Year Studies, Department of Distance Education, U. S. Army War College, 2003-2004.

Faculty Instructor, First and Second Resident Courses, Department of Distance Education, 1999-present.

Course Director, *Contemporary Security Issues*, Department of Distance Education, U. S. Army War College, 2004-present.

Faculty Instructor, *Theater Strategy and Campaigning*, Department of Military Strategy, Planning and Operations, U.S. Army War College, 1999-2013.

Faculty Instructor, *Campaign Analysis Course,* Department of Military Strategy, Planning and Operations, U.S. Army War College*,* 1999-2002.

Faculty Instructor/Observer Controller, Chairman of the Joint Chiefs of Staff Cell, Strategic Crisis Exercise, U. S. Army War College, 2000-2002.

Project Advisor, Student Strategy Research Projects, U.S. Army War College, 1999-present.

Project Advisor, Senior Fellow Strategic Research Paper, U. S. Army War College, 2001.

Project Advisor, Student Personal Experience Monographs and directed study (writing), U. S. Army War College, 2001- present.

HIGHLIGHTS OF WORK EXPERIENCE

MANAGEMENT

Department of Distance Education, United States Army War College, Director of Second Year Studies (2003-2004). Responsible for curriculum development, graduate level education of 300 senior service college students, 6 active duty military faculty instructors, six contract faculty members and two administrative assistants. The curriculum covers the following major areas: Regional Strategic Appraisals (Area Studies), Theater Strategy, Joint and Combined Theater Warfare, Conflict Termination and Military Operations Other than War, and Technology (Future Warfare).

CURRICULUM DEVELOPMENT

Assisted in the design and implementation of six Department of Distance Education online courses dealing with Regional Strategic Appraisals, Theater Strategy, and Campaign Planning, Military Operations Other Than War, and Future Warfare (Technology), 2003-2005.

Assisted in the design and implementation of the resident education courses of the U.S. Army War College Distance Education Program, 1999-present.

Designed and implemented a distance education course of instruction at the graduate level for 300 senior military officers assigned worldwide. The course covered contemporary security issues, warfare in the 21st century, and Department of Defense transformation. The course is online instruction. Media management and media production are important aspects of the course design.

Designed and implemented numerous resident phase elective courses during Second Resident Course, Distance Education Program covering information technology, information systems, and network-enabled warfare.

SERVICE

Editorial Board Member, *The Homeland Defense and Civil support Journal*, Center for Strategic Leadership and Development, U.S. Army War College, 2013-present.

Co-authored, proposed Educational Support and Technology Strategy, U.S. Army War College School of Strategic Landpower, 2013.

Committee Member, U.S. Army War College Task Force Blackboard, 2013-present.

Committee Member, U.S. Army War College Task Force Assessment, 2013.

Committee Member, U.S. Army War College Mobile Learning Working Group (Chair, Deputy Provost), 2012-present.

Committee Member, U.S. Army War College Strategic Review Committee, sub-committee "governance," 2012.

Committee Member, Faculty Review Board, U.S. Army War College, Information in Warfare Working Group, 2007—2012.

U.S. Army War College Representative to the Apple Federal Education Summit (2011, Apple Headquarters, Cupertino, CA and 2012, Apple East Coast Headquarters, Reston, VA).

Committee member, TRADOC Army Learning Coordination Council (Learning Technology and Delivery Implementation Panel), June 2011-present.

Committee member, U.S. Army War College Faculty Advisory Committee, June 2011- June 2012.

Committee member, U.S. Army War College Cyber Working Group, June 2012-present.

Committee member, U.S. Army War College Educational Technology Planning Group, June 2010-2012.

Committee member, U.S. Army War College Middle States Commission on Higher Education (accreditation), Faculty Committee, 2008-2009.

Committee member, U.S. Army War College Curriculum Transformation Working Group, June 2002-2004.

Committee member, U.S. Army War College Landpower Essay award panel, 2005.

Committee member, U.S. Army War College Experiential Learning Working Group, 2005.

Committee member, U.S. Army War College Learning Management Working Group, 2005-2006.

Committee member, U.S. Army War College, Strategic Crisis Exercise Working Group, 2003-2004.

Committee member, U.S. Army War College, Information in Warfare Working Group (I2WG), 2003-2012.

Committee member, U.S. Army War College Process for Accreditation of Joint Education, 1999-2009. Project officer, Distance Learning Coordinating Committee (DLCC) Conference, Knowledge Management: Implications, Opportunities and Issues for Military Distance Learning, March 11-12, 2003, at the U.S. Army War College.

Served on 4 doctoral dissertation committees (University of Pittsburgh, Robert Morris University, Temple University, and University of Phoenix).

OUTREACH

Exercise Facilitator, Federal Deposit Insurance Corporation, *Cyber Revolution and Cybersecurity*, October 2014.

Panel Moderator, Cyber Security and Warfare, Senior Reserve Component Officers Course, held at the U.S. Army War College, 2012.

Committee member, Defense Acquisition University Mobile Interagency Working Group, 2011-present.

Committee member, Academy of Business and Administrative Sciences Paper Review and Awards Board, 2005.

Paper Presentation at the Army Knowledge Management/Director of Information Management Conference, Fort Lauderdale, Florida, August 2004— White Paper: DLCC Conference 2003 Knowledge Management (KM): *Implications, Opportunities and Issues for Military Distance Learning*.

Moderator and Recorder— Distance Learning Coordinating Committee (DLCC) Conference, Knowledge Management: Implications, Opportunities and Issues for Military Distance Learning, March 11-12, 2003, at the U.S. Army War College.

PUBLICATIONS

Groh, Jeffrey L. and Charles D Allen. "Avoiding Strategic Misfortune: A Framework for Defence Leaders." *RUSI Journal* 159, no. 6. December 2014.

Groh, Jeffrey L. Review, 2013, Parameters, *Wiki at War: Conflict in a Socially Networked World* by James Jay Carafano, College Station Texas, Texas A& M University Press.

Groh, Jeffrey L., Benjamin C. Leitzel, Dennis M. Murphy, and Mark A. Van Dyke, eds. *Information as Power*. Vol. 6. Carlisle Barracks, PA: Center for Strategic Leadership, 2012.

Groh, Jeffrey L. "Army Knowledge Management." In *How the Army Runs: A Senior Leader Reference Handbook* edited by U.S. Army War College, 650. Carlisle Barracks, PA: U.S. Army War College, 2012.

Groh, Jeffrey L. Review, 2011, Parameters, *Battlespace Technologies: Network-Enabled Information Dominance*, by Richard S. Deakin, Boston, Ma.: Artech House Publishers.

Groh, Jeffrey L. "Army Knowledge Management." edited by U.S. Army, 12. Carlisle Barracks, PA: U.S. Army War College, 2010.

Groh, Jeffrey L., John H. Greenmyer, Jeffrey L. Canton, and William O. Waddell, eds. *Information as Power*. Vol. 5. Carlisle Barracks, PA: Center for Strategic Leadership, 2011.

Groh, Jeffrey L. "[The Network-Centric Warfare Journey: Realizing the Power of Information](#)." in *The U.S. Army War College Guide to National Security Issues*, edited by J. Boone Bartholomees, Jr. 4th ed, Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, July 2010, Volume I: *Theory of War and Strategy*, 341-357.

Groh, Jeffrey L., Jeffrey L. Canton, Cori E. Dauber, and David J. Smith, eds. *Information as Power*. Vol. 4. Carlisle Barracks, PA: Center for Strategic Leadership, 2010.

Myers, Susan R., and Jeffrey L. Groh. "The Future of Strategic Leader Development at the U.S. Army War College." *Integral Leadership Review* X, no. 1 (2010).

Groh, Jeffrey L., Blane R. Clark, Jeffrey L. Caton, and Dennis M. Murphy, eds. *Information as Power*. Vol. 3. Carlisle Barracks, PA: Center for Strategic Leadership, 2009.

Groh, Jeffrey L. "Network Centric Warfare: Leveraging the power of information" In *U.S. Army War College Guide to National Security Policy and Strategy*, edited by Jr. J. Boone Bartholomees. Carlisle Barracks, PA: Strategic Studies Institute, 2008.

Groh, Jeffrey L., David J. A. Smith, Cynthia E. Ayers, and William O. Waddell, eds. *Information as Power*. Vol. 2. Carlisle Barracks, PA: Center for Strategic Leadership, 2008.

Cogan, Kevin J., and Jeffrey L. Groh. "Network-Centric Operations: Getting "IT" Right." *NECWORKS* 2 (2007).

Groh, Jeffrey L. "Network Centric Warfare: Just About Technology?" In *U.S. Army War College Guide to National Security Policy and Strategy*, edited by Jr. J. Boone Bartholomees. Carlisle Barracks, PA: Strategic Studies Institute, 2006.

Groh, Jeffrey L., and Dennis M. Murphy. "Landpower and Network-Centric Operations: How Information in Today's Battlespace Can Be Exploited." *Network Enabled Capabilities/Network-centric Warfare Journal* (2006).

Groh, Jeffrey L., Dennis M. Murphy, David J. Smith, and Cynthia E. Ayers, eds. *Information as Power*. Vol. 1. Carlisle Barracks, PA: Center for Strategic Leadership, 2006.

CONFERENCE PAPER

Allen, Charles, D. and Jeffrey L. Groh. "Avoiding Strategic Misfortune: A Framework for U.S. Defense Leaders." In *ISA ISSS-ISAC*, 25. Washington, DC, 2013.

BLOGS

Groh, Jeffrey L. "Smart Phone: Bridging the Last Tactical (Information) Mile," *Information as Power*, entry posted April 25, 2011.

Groh, Jeffrey L. "A Smart Phone for Every Soldier," *Information as Power*, entry posted April 18, 2011.

Groh, Jeffrey L. "The 'Internet Kill Switch': Yes or No?," *Information as Power*, entry posted April 8, 2011.

Groh, Jeffrey L. "Cybersecurity: Is the Sky Falling?," *Information as Power*, entry posted April 4, 2011.

Groh, Jeffrey L. "Technology and Information: The U.S. Army Approach," *Information as Power*, entry posted April 26, 2010.

Groh, Jeffrey L. "Leveraging Information: Why I'm Optimistic," *Information as Power*, entry posted April 19, 2010.

Groh, Jeffrey L. "The Network: Recognizing the Challenges to C2," *Information as Power*, entry posted April 12, 2010.

Groh, Jeffrey L. "Network Centric Warfare (NCW) Never Went Away," *Information as Power*, entry posted April 5, 2010.

RESEARCH INTERESTS

Information Systems
Cyberspace
Cybersecurity
Communications
Educational Methodologies
Educational Technology
Information Technology
Knowledge Management
Network-Enabled Operations
Distance Education
Content Management
National Security Affairs
Interagency Process
Management
Campaign Planning and Operational Art
Operational Design